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PROBLEM 1. ". . . Decisions as to individuals for certain key positions have not been pursued as broadly as might otherwise have been the case."

Background Comments:

The Personnel Approaches Study Group (PASG) in 1973 concluded that "An Agency level mechanism should be established to exchange information on supergrade vacancies and prospective candidates, review nominations to fill senior openings, and work out arrangements for handling inter-Directorate developmental experiences. . ."

As authorized by its charter, the Management Committee did for a while review nominations for key operating positions, but then the Career Services discontinued the practice of sending their nominations to the Management Committee. Instead, they treated these nominations as an internal matter.

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The current regulation [redacted] July 1976) on the Agency Supergrade Board does not assign that Board a responsibility to review nominations to fill senior openings.

Recommendations/Options:

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Amend [redacted] to assign the Agency Supergrade Board the responsibility to review nominations to fill senior openings (key operating officials) so that the Director may be assured that the selection has been made on an Agency-wide basis.

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PROBLEM 2. "While we have pursued the concept of early separation of personnel (the bottom 3-5 percent exercises), I do not believe this process has been carried out either uniformly or effectively by all components."

Background:

Federal employees in the classified service have tenure and accordingly have procedural rights with respect to separation. Foreign Service officers have been denied tenure by the Foreign Service Act and hence serve subject to annual review of employment by selection boards for selection-out purposes. These procedures have been codified in 22 U.S.C. 1003.

Historically, Agency management has been aware of State's use of selection-out and has viewed it as a potential means of maintaining the flow of promotion when a large number of officers of similar grade block that flow (see report of Kirkpatrick's 1962 task force). The suggestion to adopt an up or out policy was rejected by the then-DDS on the grounds that there were many positions on which there as a grade ceiling and in which employees could continue to do a superior job indefinitely without grade promotion. (The current version of selection-out as practiced by DDO does not include an up or out provision.)

Employees of the Agency serve under the condition that the Director is empowered to terminate the employment of any Agency employee when he determine that such action is necessary or advisable in the interests of the United States. Agency policies with respect to separation are laid out in [redacted] Selection-out is

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referred to but the procedures to be followed are not specified.

Agency separation policies are confusing to its employees.

According to preliminary processing of the July 1976 attitude survey, only 48 percent of the employees believe they understand the difference between being selected-out and being declared surplus. (Forty-five percent do not understand this difference). There is greater confusion with respect to the criteria employed. Sixty-three percent do not understand how people are identified for selection-out (and even in the DDO which has had an ongoing program, 52 percent do not) while only 30 percent do.

According to the General Counsel of the CSC, the starting place in any court test would be determination of the issue at stake, namely, does the plaintiff have a property interest because of "an expectation of continued employment absent an official finding of inadequate performance?" Courts also are sensitive to a dismissal under circumstances implying a stigma. Only recently standard descriptors for comparative ranking were developed to distinguish clearly between selection-out and separation as surplus. Court guidelines in cases involving excepted agencies are scant.

In these delicate circumstances, we find the Agency's procedures with respect to selection-out are diverse indeed. For the most part, the career services reflect the PASG emphasis on counseling rather than separation.

The DDO uses a primary zone and a secondary zone as the trip mechanisms for selection-out procedures. An employee who falls within the primary zone (bottom 5%) is warned, and if then in the following year he falls within the secondary zone (bottom 3%) he is subject to administrative action.

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The DDA does not define a service-wide trip zone. Its handbook states that comparative evaluation is to "identify those employees with the least potential and to initiate appropriate career action (e.g., counseling or training) or adverse action (e.g., separation or downgrading)."

The DDS&T describes the same function for comparative evaluation, which it applies to the bottom 10 percent of the ranking. In addition, those in the bottom 10 percent "whose performance is judged to be unsatisfactory" will be notified of this in writing. (Unless this refers to "unsatisfactory" in a comparative sense it would indicate the need to effect separation by administrative action for cause!)

The handbook for the E Career Service does not specify a policy with respect to selection-out nor does it refer to notification of those who are low ranked.

According to the APP for FY 76 only 1 officer in the DDO was given an involuntary separation in lieu of termination. Sixteen employees in other Directorates were given involuntary separations. In the DDO the primary emphasis has been placed on the counseling of those who enter the primary zone. The impact of selection-out on managed attrition has been indirect rather than direct, that is, it has reaffirmed early retirement decisions for some employees. The FY 77 APP includes an expanded section on the actions taken relative to those employees given low rankings.

In practice it is not likely that the separation out of employees who do not face promising Agency careers and who lack retirement benefits would prove useful.) (A recent case at State Department that led to a suicide highlighted the problem of separation when an adequate alternative income is not available.) Early separations should be for cause, i.e., for

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documented poor performance. The other possibility is that career counseling might lead to the employee's own decision to seek alternative employment.

It would seem desirable to promulgate an Agency regulation detailing procedures for separation out. It is by no means certain that the Agency should adopt a single procedure, however. A strong case can be made that the DDO, and perhaps some DDA components, have a unique problem because of a stronger parallel to the Foreign Service than other components of the Agency.

Recommendations/Options:

1. Direct the Career Services to develop performance standards so that deficiencies may be more readily detected and documented.
2. Direct supervisors to watch for and document indications of poor performance among new employees during their "trial" period of employment; consider extending the length of the trial period to provide adequate time for most supervisors to make a proper assessment of employee performance. (This would facilitate the early separation of employees whose performance is mediocre or whose potential for an Agency career is poor.)
3. Direct the Office of Personnel in consultation with OGC to prepare an Agency regulation on the procedures to be followed for selection-out; this may incorporate a distinct procedure for the DDO.

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PROBLEM 3. "We have done a relatively poor job of encouraging rotation between Directorates and I doubt that the present decentralized system can be expected to ensure . . . a limited number of people have significant inter-Directorate experience."

Background:

Employees and management have expressed discontent with the obstacles to inter-Directorate rotation. In response to the question, "Is there adequate opportunity to transfer among the various Directorates in the Agency?", 53 percent responded - no and only 20 percent - yes. From the employee's view, greater ease of rotation provides increased hope of finding a greener pasture or a more satisfying job. In a compartmented Agency, there are built-in obstacles that are made more intense by the division of the Agency into five Career Services. One effort to reduce these obstacles is the inter-Directorate Careers Committee which is designed to assist the internal job counseling effort.

From a management viewpoint, the Agency is a complex organization comprising many interrelated but largely autonomous activities. Proper staff support at the senior level depends upon those comparatively few individuals who have had the multifaceted work experience that gives them insight into the crucial interrelationships. In the terms of communications theory;

Hierarchical fragmentation of the system simplifies the system by creating relatively isolated subsystems, but it does this at the cost of introducing communications barriers among interacting activities. According to [redacted] these barriers typically carry a penalty of suboptimalization and may lead to undesirable dynamic behavior, i.e., they may lead to a control problem. The military solves

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this kind of problem through the general staff concept, which establishes a communication system superimposed over the hierarchical channels.

Within the Agency, the system by which personnel are assigned to senior staffs is poorly structured and the reverse flow from the senior staffs to component level staff jobs is very poor. Within the DDA, although an intra-Directorate mechanism, a new system is being structured in which each Office designates at least one job for rotational assignment from another Office. Such a system might be expanded to include senior Agency-level staffs, and inter-Directorate rotational assignments.

The FY 75 APP, however, indicates that there is considerable movement of employees. It actually exceeded expectation:

	FY 75 Goals	FY 75 Actual	FY 76 Goals
IN	114	139	148
OUT	106	139	150

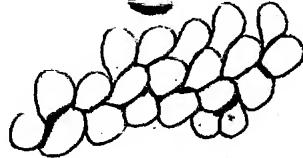
The following chart reports the FY 75 rotations by Career Service, divided in two grade groups with a further breakout of the basis for the assignment. There is a variance with the APP report of 7. DDS&T and DDO found a reduced number on rotation and DDI found an increase. Although these figures may be encouraging, questions remain such as: Are the goals appropriate? Are the right people being rotated? Are the results of the rotation experiences being effectively utilized?

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Recommendations/Options:

1. Request each Career Service and each of the Senior Staffs (Comptroller, IG) to designate positions for inter-Directorate rotation, giving priority to planning and analytic type positions.
2. Request OTR to develop, in cooperation with the Career Services, a training program for senior officers bringing together elements of the Management course, MBO, budget course, a short personnel course, ADP for Managers, an introduction to planning and forecasting, and an orientation on the Intelligence Community. (This course would be designed for the express purpose of enhancing the qualifications of employees for inter-Directorate rotational assignments.)

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PROBLEM 4. " I am concerned that our promotion access is overly focused on meeting the expectations of average employees and that we are not responsive enough to demonstrated excellence."

Background:

The APP gives statistics that bear on the number of promotions but the DDCI's question pertains to the quality of the judgments. The Office of Personnel has little basis to assess this. With time, it might be possible to evaluate individuals receiving promotions in relation to occupational qualification standards and other appropriate criteria.

Although generally speaking, present promotion practices imply assessment that the employee can perform at a higher level of responsibility- the reference point is infrequently the concrete consideration of the employee's ability to perform in a specific job. The reference for the assessment is often idealized, i.e., a conceptual notion of attributes appropriate to many jobs. This becomes confusing both to management and to the employee. The review of past performance tends to be an ambiguous factor in making promotion assessments so that managers and employees may come to view promotion simply as a reward, not as an opportunity.

It is important that the rules with respect to promotion be thought out carefully and be made known to the employees. Even under the best of circumstances, many employees will not be satisfied with promotion procedures. The employee survey clearly indicates that the employee's view is affected by how well the individual employee has fared gradewise

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and how recently he/she has been promoted. As more employees in any given year are not promoted than are, it follows that many will not be satisfied with their opportunities for promotion. Most employees think they understand the promotion system in their Career Service (60%), but we don't know how correct their understanding is. What is most significant is the hesitant response to the question, "Do you think that promotions are given fairly in your Career Service?" Thirty-three percent say Yes, 35% say No, and the rest are undecided.

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The promulgation of clear explanations of the procedures for assessing employees and promoting them is a responsibility of the Career Services, [redacted] but progress has been slow and uneven. The most complete explanation has been provided by the DDO, which bases its promotions on assessment of primary factors (quality and level of performance, growth potential, and personal characteristics and qualifications) and secondary factors (conduct and suitability, the nature and type of service, training assignments, rotation assignments, medical and security information, and the quality of reports). It has published detailed specifications of the qualifications that must be met to be promoted, according to grade and function.

The other Career Services have been more perfunctory, generally relying on career subgroups (Offices) to publish more detailed explanations. The DDI states that performance is the primary determinant for promotion. Promotions are limited by headroom. Promotions are made only after the individual has demonstrated clearly the ability to perform effectively at the grade level to be achieved through the promotion. The DDA makes a similar statement. The DDS&T states that promotions are made after clear demonstration of qualification for the next higher grade and with

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consideration of past performance, productivity, technical or clerical qualifications. Competitive evaluation and ranking is an input and time-in-grade is a factor. The E service states that promotion is based on the assessment by the head of office or staff that the employee has demonstrated the ability and motivation to perform at the higher grade level; the competitive evaluation; assignment to a position not more than 2 grades above the proposed grade or, if a position lower than the proposed grade, governed by PRA stipulations; and the supervisor's recommendation.

Where the promotion recommendations flow from panels that use explicit rating systems, the employees at least know the relative importance of the factors that are assessed and, more importantly, that the promotions result from an assessment process. The same process should be reflected in the planning for executive development.

There is considerable variation in the rating systemsthat do exist and in the relative importance attached to the component elements. In some cases the job-relatedness of the elements and their weighting is obscure. Ultimately, any assessment system must rest upon the establishment of qualification standards for positions and the establishment of performance standards for evaluation of employees. These would provide a basis for the answers to "How good should the employee be?" and "How good is the employee in the performance of related duties?"

Although, as previously indicated, OP has little basis to assess the quality of judgments in the Agency's competitive evaluation procedure, the attached chart of promotion data by Career Services for grades GS-14, 15 and 16 might be helpful. With the exception of the E Service, the data is remarkably similar for average time in grade. All the Services have promoted

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employees to grades 14 and 15 in two years or less and the DDI and DDA have promoted to GS-16 in the same time span. This would indicate recognition and advancement is being given to selected employees judged to have demonstrated excellence in their work.

N

Recommendations/Options:

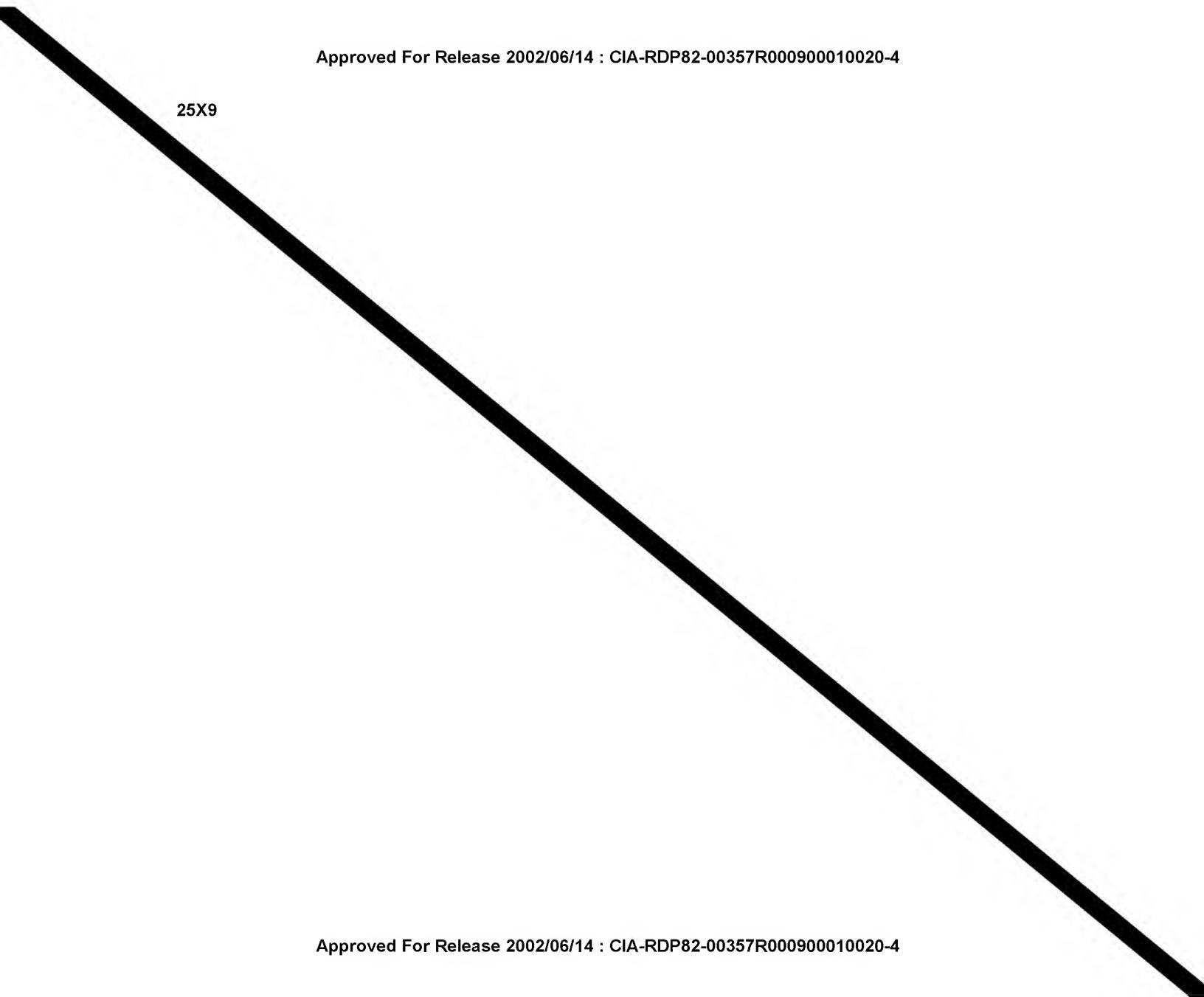
1. Establish an ad hoc Promotion Policy Committee comprised of senior officers representing each of the Career Services and chaired by an officer of the Office of Personnel. This Committee should recommend to the D/Pers steps to be taken in order to implement [redacted] with respect to the development and dissemination of uniform promotion criteria, where appropriate, applicable to all Career Services. Have the Career Services develop qualification and performance standards for all major occupational groups within their cognizance.

2. In support of this Committee, and in recognition of its authorities under [redacted] the Office of Personnel should evaluate the Agency's promotion programs by studying such topics as: the basis for the selection of employees for promotion, and the basis for the criteria used in their selection.

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PROBLEM 5. "Our EEO processes are simply not getting sufficient results."

Background and Action:

The Director of Personnel in July provided the signal that Black professional EODs for the first five months of CY 1976 were fewer than those for the comparable period of CY 1975. An intensive recruiting effort was not achieving the desired consequences. It was apparent that high level attention would be required to assure that promising candidates were properly and expeditiously placed. Accordingly, the DDCI has taken remedial action instructing the Deputy Directors and Heads of Independent Offices each to designate Coordinator for Minority Employment vested with the necessary authority and accountability to work with an Agency-level Coordinator for Minority Employment who will be a senior officer in the Office of Personnel. The OP Coordinator will acquire information on requirements, match this against the candidates, and refer promising candidates to the appropriate Coordinators for subsequent discussions concerning their merits. The Coordinators will conduct the necessary discussions within their appropriate organizations so that an expeditious decision can be made to bring in a minority applicant for interview or to put such an applicant into process. A procedure has also been established to resolve any disagreements concerning the employment action to be taken.

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PROBLEM 6. "We need to find better ways to decide on the proper mix and balance of personnel among components."

Background Comments:

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[redacted] assigns the D/Pers the responsibility to project long-term Agency manpower requirements by numbers, skills, and occupational fields on the basis of information provided by the Comptroller, the directorates, and other appropriate sources.

In recent years, the priority emphasis has been placed on making the Annual Personnel Plan an effective instrument. Longer-term planning went into dormancy when the Program Calls ceased to require submission of Five-Year projections of budgetary and A.E. data. The consequence of this was to deprive the D/Pers of the data base for the long-term planning function.

Even so, Plans Staff has striven for greater understanding of occupational dynamics in the Agency. Accordingly, it has worked with Office of the Comptroller in the preparation of Overview Papers for the Agency Programs. The Overview prepared for FY 1976 reviewed in a broad sense the occupational changes between 1968 and 1973; the expectation that the program materials would provide insight into future occupational changes was disappointed. The Overview prepared for the FY 1978-82 Program summarized the conclusions from computer-based simulation of age/grade trends in the Agency in the average age of the Agency employee. In addition, a methodology was devised so that the program data for 1982 could be translated into manpower requirements by application of labor coefficients developed for each program sub-category. The incomplete nature

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of submitted program data for 1982 precluded application of this methodology.

A further important step was taken with preparation of an analysis of Occupational Dynamics during FY 1974 (study dtd April 1976). This study prepared an occupational matrix 33 groups by 33 in order to study movement among occupational groups and to identify expanding and attriting occupational groups. Plans Staff hopes to complete similar studies for additional years in order to improve the basis for projecting occupational dynamics in the Agency.

The key to improved planning of manpower lies in the integration of long-term program planning, improved understanding of occupational dynamics (and identification of future shortage and surplus occupations), balance (field vs headquarters, clerical vs. professional) and to emphasize productivity gains to provide some offset of the manpower requirement.

Recommendations/Options:

1. The next Program Call (FY 1979-1983) should require managers to submit their estimates for the five program years of manpower requirements, according to program subcategories, and to identify any factors that might cause change in the skill mix. Examples would be the elimination or reduction of activities or, on the other hand, factors that might cause an increase in the demand for selected skills.
2. OP should continue its research into occupational dynamics.
3. OP should work with O/Comp to apply labor coefficients to program data as a check on future manpower requirements. This methodology should be applied to the FY 1979-1983 Program.
4. O/Comp, as part of Program Review, should monitor the allocation of personnel between overseas and headquarters and encourage

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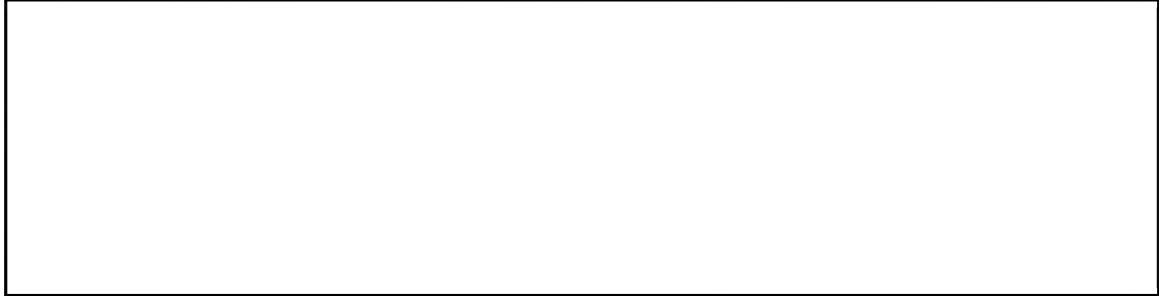
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the more effective use of clerical personnel.

5. Career Services should be required to establish plans for productivity improvement and to ensure that such plans are reflected in Program Submissions.

6. O/Comp shall implement its plan to conduct a personnel inventory with assistance from OP and the Directorates.

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PROBLEM 7. ". . . How well or poorly we are doing in assigning and orienting our personnel in their first assignments--the crucial stage in any career."

Background Information:

At one time, the OP/Professional Placement and Clerical Staffing Branches conducted follow-up interviews with new Agency employees (at one and three year post-EOD intervals with professional/technicals and at a one year interval with clericals), but those programs were indefinitely suspended 2-3 years ago when both branches were seriously understaffed and could <sup>only</sup> cope with essential activities. In the absence of relatively recent follow-up data germane to the question at hand, most of the background information presented herein was culled from the preliminary results of the Personnel Management Evaluation (PME) Survey, conversations with senior Directorate personnel officers, and separation statistics.

*Duotopy*  
The selecting/assigning of professional and technical personnel is de-centralized, with components unilaterally making the hire-no hire decisions via the Skills Bank review system. Conversely, almost all of the clerical selections and placements are determined by the Clerical Staffing Branch based on stated component requirements and applicant qualifications. From the standpoint of qualifications it would appear that the Agency has done an excellent selection job. In the last five calendar years the total number of resignations in lieu of separation for failure to qualify in the first year trial period has ranged from 0 in 1973 to 4 in 1975.

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		<u>%Yes</u>	<u>%No</u>
Are you given enough work to do?	CSC (Total)	88	06
	CIA (Total)	86	11
	Employed less than 4 yrs	(85)	(12)
	Grades 5 to 11	(83)	(13)
	College Educated	(87)	(11)
	Age 25 and below	(85)	(10)
	Age 25-34	(84)	(13)
Are you given too much work to be able to do a good job?	CSC (Total)	26	57
	CIA (Total)	14	80
	Employed less than 4 yrs	(10)	(83)
	Grades 5 to 11	(12)	(83)
	College Educated	(15)	(75)
	Age 25 and below	( 8)	(87)
	Age 26-34	(14)	(80)
Do you have enough say in how to do your work?	CSC (Total)	67	20
	CIA (Total)	79	14
	Employed less than 4 yrs	(76)	(11)
	Grades 5 to 11	(77)	(13)
	College Educated	(86)	( 8)
	Age 25 and below	(76)	(12)
	Age 26-34	(81)	( 9)
Are you encouraged to develop your skills and abilities?	CSC (Total)	59	27
	CIA (Total)	66	26
	Employed less than 4 yrs	(70)	(23)
	Grades 5 to 11	(64)	(28)
	College Educated	(69)	(22)
	Age 25 and below	(69)	(25)
	Age 26-34	(70)	(24)
Are you able to get the training you need to do your job well?	CSC (Total)	62	22
	CIA (Total)	72	11
	Employed less than 4 yrs	(72)	(12)
	Grades 5 to 11	(68)	(15)
	College Educated	(75)	(11)
	Age 25 and below	(70)	(12)
	Age 26-34	(72)	(14)
Do you have adequate opportunity to gain experience and training for higher level work?	CSC (Total)	46	38
	CIA (Total)	50	34
	Employed less than 4 yrs	(49)	(34)
	Grades 5 to 11	(42)	(42)
	College Educated	(57)	(27)
	Age 25 and below	(47)	(36)
	Age 26-34	(52)	(33)

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	<u>%Yes</u>	<u>%No</u>
Are you kept pretty well informed of how you are doing on the job?	CSC (Total) CIA (Total) Employed less than 4 yrs Grades 5 to 11 College Educated Age 25 and below Age 26-34	53 66 (65) (64) (67) (64) (65)
Is your pay fair for the job you do?	CSC (Total) CIA (Total) Employed less than 4 yrs Grades 5 to 11 College Educated Age 25 and below Age 26-34	54 65 (58) (58) (70) (56) (64)
Are you given credit when you do a job well?	CSC (Total) CIA (Total) Employed less than 4 yrs Grades 5 to 11 College Educated Age 25 and below Age 26-34	55 72 (72) (69) (75) (69) (73)

The total Agency responses are generally gratifying by themselves in comparison with CSC results. Although CIA responses from the younger, newer, and junior employees were somewhat less positive than the total group this is not necessarily meaningful. Since we could not, for example, call out clerical employees as a group, nor those in the lower-middle grades who served there a long time, its quite possible these groups could impact heavily on the results in a negative direction. The response pattern to Question 2, however, does raise some question as to how well the Agency deals with the young non-college educated new employee.

Another area to consider is the separation rate. Voluntary separations rose from 647 in FY 1975 to 674 in FY 1976, or  $\sim 7\%$ . More significant is the fact that job-related factors accounted for 48.7% of voluntary separations in FY 1975 and 58.3% in FY 1976. Additional data follow:

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		FY 1975 Percentage	FY 1976 Percentage	Net Change Percentage
Grade	: GS-02 - 04	11.4%	13.5%	+ 2.1%
	05 - 07	38.7	42.9	+ 4.2
	08 - 10	18.1	16.1	- 2.0
	11 - 13	20.3	18.1	- 2.2
Subcategory	: Professional	41.0	37.8	- 3.2
	Technical	7.9	4.9	- 3.0
	Clerical	50.1	55.5	+ 5.4
Sex	: Male	58.4	39.6	-18.8
	Female	41.6	60.4	+18.8
Common Factors:				
	Immediate duties & responsibilities	16.8	7.9	- 8.9
	Change type of employment	34.6	60.1	+25.5
	Advancement	17.2	14.1	- 3.1
	Career change	21.9	14.8	- 7.1

It is obvious that job related voluntary separations last year decreased among junior and mid-level officers and increased among the clerical and female populations.

Inquiry was made of Senior Directorate personnel officers who reported in general that they had very little direct contact with disillusioned new employees. Most acknowledged awareness of component orientation mechanisms in their Directorates. These orientation programs vary greatly. The DDI and DDS&T have centralized orientation programs for all EOD's.

The DDI program is conducted every 6-8 weeks for 4 days and includes briefings by each Office director or associate and walk-throughs of the STATSPEC Operations Center, and parts of [ ] and OGCR. CRS runs an orientation STATSPEC course every 2 months for 4 days; [ ] and OGCR arrange individual division/staff briefings; the other offices have no program as such, but OSR and OER distribute briefing books.

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The DDS&T program runs for 2 days, 3 times a year and the format is similar to the DDI's. NPIC, OSI and OTS have division/staff level briefings, the latter two for professional/technicals only; OD&E provides its new secretaries with briefings on office procedures. OSI several years ago instituted a "buddy system" wherein the division chief designates a peer counselor for each new officer level employee; that counselor is responsible for introducing the new member to source materials, valuable contacts, etc. The system supplements the supervisory relationship and has proven to be effective and appreciated.

Within the DDA, several components have in-depth officer training programs which run for 3-9 months: OP, OL, OS and OF. OC and ODP do not have orientation programs, but provide required technical training. OTR conducts individual division briefings for professionals only. The OMS personnel office offers a briefing to new employees but nothing beyond that.

The DDO does virtually no orienting, but it must be noted that the vast majority of their professional assignees are not new Agency employees; they are most commonly Career Trainees, lateral entries, and reassessments from other occupational categories. ISG is the only component which conducts an orientation or briefing program for all assignees (10-12 at a time, as needed); they also distribute an brochure entitled, Survival Kit, to all EOD's. It seems to be effective.

The Office of Personnel conducts briefings for all EOD's on benefits, entitlements, etc. which are quite comprehensive. New clerical employees are given a brochure which serves as a reference for information previously imparted orally. OTR currently gives an hour long EOD briefing to clericals on Agency development, missions and functions, and organization. However, over two years ago OTR offered 2-3 days formal orientation program

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on a variety of useful topics but it was discontinued. Most professional/technical employees attend OTR's Introduction to CIA Course within a year of EOD. All new employees are thoroughly indoctrinated by the Office of Security on security matters. Unfortunately orientations of new employees are non-existent in some components, and clericals are the most neglected. This neglect is compounded by the fact that clerical employees are usually the least experienced, resourceful, and most bewildered of all new employees.

Recommendations/Options:

STATSPEC 1. Partially centralize professional/technical applicant selection action in OP, i.e. give Staff Personnel Division the authority to independently select and process candidates for certain junior/trainee requirements such as CS-7-9 CRS Analysts, [redacted] OER Economists, OF Accountants, etc. This would reduce decision-making time and thus accelerate processing and EODing. Component review and sponsorship would still be applied to more senior, specialized applicant cases.

2. Reinstate Follow-up Interview Programs (N.B. This is one of PPB's FY 1977 Objectives.), to include analyses for management's information, action as necessary.

3. Require each Agency component to formally orient all new employees, and that the Office of Personnel monitor these programs to insure comprehensiveness and uniformity of coverage.

4. Direct OTR to develop an indoctrination course for new clerical employees (N.B. This is under study by OTR.), and make attendance within 2-3 months of EOD mandatory.

5. Encourage each component to adopt OSI's "Buddy System" (or peer counseling) as a means of more quickly and effectively easing new employees through their adjustment to the Agency and to their first assignment.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DDCI's Memo dtd 1 Sep 76 re  
Personnel Management

FROM:	OP/Plans Staff 626 C of C		EXTENSION	NO.	25X1
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	DATE 17 September 1976	
	RECEIVED	FORWARDED		COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
1. DD/Pers-P&C				Certainly the issues addressed by the statement of each of the attached problems are both multiple and complex. Thus, the Staff has highlighted only essential elements of the problems, not treating every ramification. The options offered are not exhaustive by any means, but should provide direction and provoke consideration of possible actions. It should be emphasized that the Staff approached the study of the DDCI's questions with the express intention of preparing "discussion papers," i.e., the Staff would provide appropriate factual information where possible, offer some comment or observations, and conclude each paper with selected options and recommendations.	
2. DD/Pers					
3. D/Pers					
4.					
5.					
6.					
7.					
8.			STAT	A word of caution, the employee survey data [redacted] respondents) used in the attached papers is not based on the complete sample acquired. The computer is at this very time preparing a "closing" running (excess of [redacted] respondents) of the employee survey. This, although not accounting for all survey returns, does represent a Sept. 13 cut-off, and will be used in rendering a report to top management. However, we do not anticipate that the percentages will be significantly altered from those cited in the attachments.	
9.			STAT		
10.			STAT		
11.					
12.					
13.					
14.					
15.					

[redacted]  
OP/Plans Staff

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re Personnel Management

F. W. M. Janney  
Director of Personnel  
SE 58, Headquarters



17 SEP 1976

STAT

Deputy Director for  
Administration

Time constraints necessitate my passing this on without a considered personal review. I cannot, therefore, speak for all the recommendations as they now stand, but they will nonetheless provide a useful point of departure for discussion.

*[Signature]*  
F. W. M. Janney

F. W. M. Janney